" IMPACT OF EMOTIONAL INTELLIGENCE ON JOB PERFORMANCE : A COMPARATIVE STUDY BETWEEN GOVERNMENT & PRIVATE ORGANIZATION IN NANDED DISTRICT".

स्वामी रामानंद तीर्थ मराठवाडा विद्यापीठ, नांदेड.

Ph. D

Synopsis

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INTRODUCTION

Emotional intelligence (**EI**) is most often defined as the ability to perceive, use, understand, manage, and handle emotions. People with high emotional intelligence can recognize their own emotions and those of others, use emotional information to guide thinking and behavior, discern between different feelings and label them appropriately, and adjust emotions to adapt to environments. Although the term first appeared in 1964, it gained popularity in the 1995 bestselling book Emotional Intelligence by science journalist Daniel Goleman. Goleman defined EI as the array of skills and characteristics that drive leadership performance. Emotional intelligence refers to the ability to perceive, control, and evaluate emotions. Some researchers suggest that emotional intelligence can be learned and strengthened, while others claim it is an inborn characteristic.

Various models have been developed to measure EI. In 1987, Keith Beasley first published the term **Emotional Quotient** (**EQ**) named after the Intelligence Quotient (IQ). The trait model, developed by Konstantinos V. Petrides in 2001, focuses on self-reporting of behavioral dispositions and perceived abilities. The ability model, developed by Peter Salovey and John Mayer in 2004, focuses on the individual's ability to process emotional information and use it to navigate the social environment. Goleman's original model may now be considered a mixed model that combines what has since been modeled separately as ability EI and trait EI.

More recent research has focused on emotion recognition, which refers to the attribution of emotional states based on observations of visual and auditory nonverbal cues. In addition, neurological studies have sought to characterize the neural mechanisms of emotional intelligence.

Studies show that people with high EI have greater mental health, job performance, and leadership skills, although no causal relationships have been shown. EI is typically

associated with empathy because it involves a person connecting their personal experiences with those of others. Since its popularization in recent decades, methods of developing EI have become widely sought by people seeking to become more effective leaders.

Criticisms have centered on whether EI is a real intelligence, and whether it has incremental validity over IQ and the Big Five personality traits. However, meta-analyses have found that certain measures of EI have validity even when controlling for IQ and personality.

History:

The concept of Emotional Strength was introduced by Abraham Maslow in the 1950s.The term "emotional intelligence" seems first to have appeared in a 1964 paper by Michael Beldoch, and in the 1966 paper by B. Leuner titled Emotional Intelligence and Emancipation which appeared in the psychotherapeutic journal Practice of child psychology and child psychiatry.

In 1983, Howard Gardner's Frames of Mind: The Theory of Multiple Intelligences introduced the idea that traditional types of intelligence, such as IQ, fail to fully explain cognitive ability. He introduced the idea of multiple intelligences which included both interpersonal intelligence (the capacity to understand the intentions, motivations and desires of other people) and intrapersonal intelligence (the capacity to understand oneself, to appreciate one's feelings, fears and motivations).

The first published use of the term "EQ" (Emotional Quotient) is an article by Keith Beasley in 1987 in the British Mensa magazine.

In 1989, Stanley Greenspan put forward a model to describe EI, followed by another by Peter Salovey and John Mayer the following year.

However, the term became widely known with the publication of Goleman's book: Emotional Intelligence – Why it can matter more than IQ (1995). It is to this book's bestselling status that the term can attribute its popularity. Goleman followed up with several similar publications that reinforce use of the term.

Late in 1998, Goleman's Harvard Business Review article entitled "What Makes a Leader?" Caught the attention of senior management at Johnson & Johnson's Consumer Companies (JJCC). The article spoke to the importance of Emotional Intelligence (EI) in leadership success, and cited several studies that demonstrated that EI is often the distinguishing factor between

great leaders and average leaders. JJCC funded a study which concluded that there was a strong relationship between superior performing leaders and emotional competence, supporting theorists' suggestions that the social, emotional, and relational competency set referred to as Emotional Intelligence is a distinguishing factor in leadership performance.

Tests measuring EI have not replaced IQ tests as a standard metric of intelligence, and Emotional Intelligence has received criticism regarding its role in leadership and business success.

Definitions:

Emotional intelligence refers to the ability to recognize the meanings of emotions and to reason and problem-solve based on them (Mayer, Caruso, & Salovey, 1999). By working on and improving these skills, one can become more emotionally intelligent and, therefore, more successful!

Goleman (1998) defined Emotional intelligence as 'the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships."

Emotional Intelligence (EI) is the ability to manage both your own emotions and understand the emotions of people around you.

Significance of the Research study: Emotional intelligence, often referred to as EQ, plays a crucial role in how well people perform at their jobs and how their overall health is affected. This is especially interesting when comparing employees in government and private sectors. Emotional intelligence involves understanding and managing emotions, both your own and those of others. It helps in building positive relationships, handling stress, and making thoughtful decisions. People with high EQ tend to communicate better, resolve conflicts effectively, and adapt to changing situations.

In terms of job performance, employees with strong emotional intelligence tend to excel. They can connect with colleagues, solve problems creatively, and navigate challenges with resilience. They are also more likely to show leadership skills and have a positive influence on their work environment. This applies to both government and private sectors. Regarding health, EQ has a direct impact. High EQ individuals tend to experience lower levels of stress and

anxiety. They cope better with pressure, as they have strategies to manage their emotions. This contributes to better mental health and overall well-being. Better emotional regulation might lead to fewer instances of burnout, which is crucial for both sectors.

Comparing government and private sector employees, differences may arise due to organizational cultures. In government jobs, where stability is higher, EQ could contribute to better communication and collaboration. In the private sector, where competition and innovation are priorities, EQ might aid in managing the demands of a fast-paced environment. In essence, emotional intelligence benefits employees across both sectors. It enhances job performance by fostering strong relationships, creative problem-solving, and adaptability. Moreover, it safeguards mental and emotional health, reducing stress and promoting overall well-being. So, whether in government or private roles, fostering emotional intelligence can lead to happier, healthier, and more successful employees.

In India, where workplaces often emphasize teamwork, collaboration, and relationships, emotional intelligence becomes even more important. Employees with high EQ can navigate the diverse and dynamic work environment more effectively. They understand cultural nuances, communicate clearly, and build strong connections with colleagues, supervisors, and clients. This is essential given the country's diverse population and the need to work with people from various backgrounds.

Hence Emotional intelligence plays very important role in this competitive era. Due to diverse and dynamic work environment, work culture competition, lifestyle new innovations and other factor s directly or indirectly associated with work in Govt & Pvt sector. Hence, I feel that as a researcher need to find out various dimensions of the Emotional Intelligence associated with Employees & various Domain of work.

Review of Literature:

Reuven Bar-On (2012) the purpose of this study is to examine the impact of emotional intelligence on health and wellbeing. Following a brief introduction to emotional intelligence and the way this construct is conceptualized and measured, the author summarizes a number of studies that shed light on the relationship between emotional intelligence, health and wellbeing. This process narrows the focus on what are thought to be the key predictors of health and wellbeing. Potential limitations of the studies reviewed are discussed, recommendations for future research are made, and implications for applying the findings to enhance health and

wellbeing are pondered. The author stresses the importance of their application in parenting, education and healthcare in particular

Shavita Deshwal (2015) in her study Emotional intelligence is a crucial factor for deciding success in life & at work place. Mental wellbeing appears to play a vital role in shaping the behavior & performance of individual. This study is an attempt to examine the difference of emotional intelligence amongst government and private sector employees. The results clearly indicate that there is no significant difference in emotional intelligence between the government sector and private sector employees. An employee with better emotional intelligence can perform better in terms of performance, leading the team & building trust among colleagues and the surrounding network. Emotionally intelligent people can easily handle change, power struggle, competition and conflict. Business with emotionally intelligent employees consistently excels in the entire domain.

Subhashini.D&Shaju.M (2016) Evaluation of employees' performance has become an inevitable HR function in the organizational domain. This would facilitate the management in due course; to adopt requisite measures at various levels for enhancing individual competencies and thereby the organizational growth. Emotional Intelligence (EI) is a psychological attribute, whose contribution to performance is certain enough. Analysis of an employee's EI factor has become much vital in determining their quality, quantity, cost and effectiveness in the realm of organizations.

Richa chauhan (2016) in her study the continuous and rapid economic interdependence of countries due to globalization has created a competitive environment which demands employees to demonstrate innovative behavior and perform beyond expectation. This has opened new vistas for developing nations to become service provider with equal footage to developed world. However technological advances and competition demands continuous up gradation but at the same time in this chaotic situation managing emotions is equally important to remain competitive at the individual level. According to management guru Alfred Toffler, we are living in "an age of uncertainty", and thus we require being more emotionally intelligent. This paper attempts to demonstrate that emotional intelligence has positive impact on decision making. Emotional intelligence is an innovative variable in decision making.

Nasrijul Rivai, Erni Masdupi, Syahrizal (2018) they studied factors that will affect employee work productivity, such as employee emotional intelligence and workplace environment. In

addition to being allegedly directly influential, this variable also indirectly influences employee work stress. From previous experts' theories and research, we assess that there is a positive influence between emotional intelligence and the work environment on employee work productivity. Emotional intelligence and work environment negatively affect work stress. In addition to having a positive and negative effect, emotional intelligence and work environment also have an indirect effect on productivity through employee work stress. It is necessary to pay attention to the factors that influence the work productivity of these employees so that they can achieve the goals of both private and public organizations later.

Ali O.P, Joshi E Raghavan & Jasmine Mariappan (2019) In their study EI is one of the most significant performance indicators for workers. The basis for bonuses, compensation, promotions, employee retirements, and efficiency. From recruitment to resignation, emotional intelligence is closely associated with the company. Therefore, well-managed emotions play a central role in the productivity of employees. Emotional intelligence affects not only the career but also the workplace. Emotionally intelligent work improves the performance of people by encouraging positive relationships, good group performance, and social conditions. This article explores from a theoretical perspective the impact of emotional intelligence on the success of individuals.

Partha roy& Swarup Chandi (2021) The aim of the present study is to examine the predictive capability of emotional intelligence on social relationships in the developmental stage of adulthood. And it also searching out the actual relationship is existing between emotional intelligence & social relationship or not. Study is followed on a normative survey research method, which falls on quantitative research design. Age group of 19-30, also known as early adulthood stage is considered as a sample group of our study. A stratified random sampling technique is used to select 60 (15 urban male, 15 urban female, 15 rural male & 15 rural female) university adult students as a sample. Follow on the Emotional Intelligence scale of Shailendra Singh (2004) and the Social Relationship scale of Keiko Takahashi & Akira Sakamoto (2000), the investigator also develops a digital form of EI scale & SR scale for suitability in his/her study through the help of Google form's. Each of the scales contained 30 items. Validity & Reliability of both the scale should be kept by appropriate standard method. Considered to all of this, collected data are analyzed through the help of descriptive statistics like Mean, SD &inferential statistics like independent t-test, Pearson product-moment & F (6, 53)[multiple regression are

used. The result of the analysis shows that emotional intelligence unable =2.112, p (0.067)to predict social relationship.]>0.05, R2 = 0.193

Ahmad Nader Aloqaily (2022) this study aims to illustrate the emotional intelligence effect upon the quality of decision-making in financial insinuation, especially at the money exchange shops in Irbid, Jordan. To achieve the object of this paper, two questionnaires were designed. The first one is made up of 24 parts that weigh the attitudes of the study samples, all of the data related to their self and, self-understanding management, social awareness, and social skills. The second questionnaire is made up of fourteen sections that reflect the evaluation of the samples in the study about the level of decision-making.

Objectives of Research:

1. To study the impact of emotional intelligence on Job performance.
2. To study the impact of emotional intelligence on health of the employees.
3. To understand role of emotional intelligence in relationship management.
4. To study how emotional intelligence helps in making thoughtful decision.
5. To study the technique of managing emotional Intelligence.

Hypothesis of research:

Hypothesis 1

H0: There is no significant difference in Emotional Intelligence of employees working in Government and private Organization.

H1: There is significant difference in Emotional Intelligence of employees working in Government and private Organization.

Hypothesis 2

H0: There is no significant impact of Emotional Intelligence on Job Performance of the employees working in Government and private Organization.

H1: There is significant impact of Emotional Intelligence on Job Performance of the employees working in Government and private Organization.

Hypothesis 3

H0: There is no significant impact of Emotional Intelligence on Health of the employees working in Government and private Organization.

H1: There is significant impact of Emotional Intelligence on Health of the employees working in Government and private Organization.

Hypothesis 4

H0: There is no significant impact of Emotional Intelligence on Relationship Management of the employees working in Government and private Organization.

H1: There is significant impact of Emotional Intelligence on Relationship Management of the employees working in Government and private Organization.

Hypothesis 5

H0: There is no significant impact of Emotional Intelligence on Thoughtful Decision of the employees working in Government and private Organization.

H1: There is significant impact of Emotional Intelligence on Thoughtful Decision of the employees working in Government and private Organization.

Research Methodology:

Survey research method:

Survey research may use a variety of data collection methods with the most common being questionnaires and interviews. Questionnaires may be self-administered or administered by a professional, may be administered individually or in a group, and typically include a series of items reflecting the research aims.

Steps of Survey research:

1. Step 1: Define the population and sample.
2. Step 2: Decide on the type of survey.
3. Step 3: Design the survey questions.
4. Step 4: Distribute the survey and collect responses.
5. Step 5: Analyze the survey results.
6. Step 6: Write up the survey results.

Research Design: There are 16 talukas in Nanded district out of which 8 talukas have been selected for primary data based on geography and size of the population. Government and private Organizations including Colleges, Police stations, Tehsil offices, Post offices, Forest offices, Govt & Pvt banks, Courts, Hospitals, Educational institutions, Industries & Companies located in Nanded region. And secondary data denoting to review of literature and (Websites), library, related books, research journals, magazines articles and newspapers etc.

Sources of Data collection:

Data was collected in two phase's i.e.

Phase I Primary source

Phase II Secondary source

Details about the Govt & private regional offices of Nanded district 8 Talukas

Approached to collect the information in the following format.

1. Exact number of Govt & private organizations is in their jurisdiction.
2. Types of Organization.
3. Their Geographical location.
4. Other details of interest.
5. The initial details obtained about the Govt & Pvt organization Nanded district region.

Primary Data:

The primary data will be collected through structured questionnaire interviews with Govt & Pvt organization Employees staff. The Employees and workers will be selected using a random sampling technique to ensure that a representative sample is obtained. The employees will be selected based on their roles in the organization job handling process, by their post.

Secondary Data:

The secondary data will be collected through a review of literature, various Research papers, Books and reports on the topic. The literature review will provide a comprehensive understanding of the theoretical and practical aspects of Employees difficulties and issues related to the job performance. Different factors of Emotional intelligence and its effect on health, decision making, and relationship Management working employee in the Govt & Pvt sector organization.

Research Population: Researcher considered Nanded District as a population for this research study.

Elements of sample: Employees working in government & private sector Organization.

Proposed sample size: 80 samples from each selected taluka will be collected for research work, male and female ratio will be maintained as per the research need.

Sampling Method: For this research work probability sampling method will be used.

Types of the research: This is purely descriptive research study based on primary and secondary data.

Research approach: This is qualitative research which is concern with subjective assessment of attitude, opinions and behavior of employees.

Talukas of Nanded District:

Nanded	**Ardhapur**	**Hadgaon**	**Mahur**
Kinwat	**Himayat Nagar**	**Bhokar**	**Mudkhed**
Umri Station	**Dharmabad**	**Biloli**	**Degloor**
Mukhed	**Naigaon**	**Kandhar**	**Loha**

Table: Taluka wise sample selected for Research study:

Sr.	Selected Talukas for sample	Respondents from Govt sector	Respondents form Private sector	Total
1.	Nanded	40	40	80
2.	Kinwat	40	40	80
3.	Bhokar	40	40	80
4.	Dharmabad	40	40	80
5.	Loha	40	40	80
6.	Mukhed	40	40	80
7.	Naigaon	40	40	80
8.	Degloor	40	40	80
		Total Respondents =		640

Tools of Data collection:

The following tools were deployed for the systematic data collection and their recording:

1. A suitable separate questionnaire will be designed for employees working in government private organization and advised for obtaining the desired details.
2. Each and every sampled organization will be visited in person and effort made to have discussion.
3. An interview method in person or telephonically will be used for collection of sample.
4. Observation method will also use for sampling.
5. Discussion will be held with available employee staff members of the organization.
6. Data will also take from various publications on the subject.

Limitations of the study:

Taking into consideration the research study's objectives and the research methodology Applied, the study has some limitations. These limitations are as follows.

1. The study is considered to only Nanded district employees working in Govt. and private Organization only.
2. The study has confined with emotional intelligence of employees working in Government & private organization
3. Out of 16, 8 Talukas have been selected for the research study. The time constraint is also an important limitation of the study because the Govt & Private employees are very busy in their work. They hardly find time to respond the questionnaire. For that reason, questionnaire has converted in to Google forms, sent on WhatsApp groups of Employees and Staff working in Govt & Pvt Organization for data collection.
5. Research study is depended on primary data and secondary data. The study has confined with EQ of individual employees working in Govt and Pvt Organization.

Chapter Scheme:

1. Introduction
2. Emotional Intelligence
3. Review of literature
4. Research Methodology
5. Data analysis
6. Research result and recommendation

The above chapter scheme is tentative. Depending on the actual research work it may change in the course of the study.

(Shembole Suraj Ramchandra) (Dr. Balaji Mudholkar)

Research Scholar Research Guide

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